



EDWARDS  
AQUIFER  
AUTHORITY

STRATEGIC  
PLAN

2006-2009

Adopted October 11, 2005



**2006 – 2009 STRATEGIC PLAN  
(Board Adopted: October 11, 2005)**

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## **INTRODUCTION**

As organizations attempt to enhance the services or products they provide in an ever-changing client environment, strategic planning becomes one of the most effective approaches to streamlining operations, and setting long-term and short-term goals. Strategic planning involves the development of a collective vision, mission, and corresponding strategic themes and goals. As a result, organization activities and initiatives become focused and accomplishing important goals becomes more attainable.

In the early 1990s, the Texas Legislature recognized that management of water resources had become an important issue for supporting continued economic and population growth throughout the state. As a result, a number of regional water (surface water and groundwater) agencies were established or re-configured to better manage water resources, and address associated community and environmental needs. The Edwards Aquifer Authority represents one of these agencies.

The Edwards Aquifer Authority, with an elected board of directors (encompassing several South-Central Texas counties) and a medium-sized professional staff, has a multi-faceted mission. This mission includes comprehensive water management, critical period management, groundwater conservation and management, groundwater reuse, and habitat conservation. The key for the Edwards Aquifer Authority is to address each of these areas effectively and efficiently, and balance the expectations and demands of the region's constituents and users of groundwater resources. Additionally, an ample supply of groundwater for current and future use must be maintained. All aspects of the Authority's mission impact the economic well being of the entire region.

The Edwards Aquifer Authority Strategic Plan covers a four-year period and will be updated annually. This plan serves as an Authority *blueprint* for meeting its legislative mandate with respect to managing the Edwards Aquifer.

## **HISTORY OF THE EDWARDS AQUIFER AUTHORITY**

The Authority is a regulatory agency charged with managing, conserving, preserving, protecting, and increasing the recharge of and preventing waste and pollution, of the Edwards Aquifer in an eight-county region, including all of Uvalde, Medina and Bexar counties, plus portions of Atascosa, Caldwell, Guadalupe, Comal and Hays counties. The Authority was created by the Texas Legislature in 1993 with the passage of the Edwards Aquifer Authority Act to preserve and protect this unique groundwater resource. However, legal challenges prevented the Authority from operating until June 28, 1996. The Act created a 17-member board of directors that sets policy. The board has 15 elected members from the eight-county region, and two non-voting appointed members to

carry out the duties set out in the Act. The Act also established the South Central Texas Water Advisory Committee (SCTWAC) made up of representatives from downstream counties to interact with the Authority when issues related to downstream water are involved.

The Authority was created as a special purpose district to preserve and protect the Edwards Aquifer. As a result of the Act, the Authority performs a number of major functions. These include:

- Sustain the Aquifer as a natural resource;
- Sustain the diverse economic and social interests dependent on the Aquifer for water supply;
- Protect terrestrial and aquatic life;
- Protect domestic and municipal water supplies; and
- Provide effective control of the Aquifer to protect the operation of existing industries and the economic development of the state.

## **EXTERNAL FACTORS THAT CAN INFLUENCE THE EDWARDS AQUIFER AUTHORITY**

There are a number of external factors that can potentially impact the Authority and its strategic planning process. The Texas Legislature can affect the Authority in that it is a creation of the legislature, and therefore state policymakers remain very interested in its activities and regulatory actions. During legislative sessions, legislators can pass amendments to the Edwards Aquifer Authority Act that have a direct impact on the Authority and how it operates. The Legislature, for example, has limited aquifer management fee rates for agricultural users and removed the Authority from compliance with the Administrative Procedures Act.

Governmental entities may impact the Authority in a variety of ways. For instance, courts can affect the Authority because of legal issues concerning the Federal Endangered Species Act, and issues related to water and private property rights. Actions taken by governmental entities like the U.S. Fish and Wildlife Service, as well as state government agencies like the Texas Commission on Environmental Quality and the Texas Water Development Board, could impact the current and future strategic plans.

Demographic changes, in the form of significant population growth, have the potential for influencing the availability and quality of groundwater in the region. Population growth places an increased burden water resources.

The general public influences the Authority regarding groundwater resource policy implementation. A public that is better informed with respect to groundwater issues will potentially provide a strong base of support for policy implementation.

## **INTERNAL FACTORS THAT CAN INFLUENCE THE EDWARDS AQUIFER AUTHORITY**

Just as there are external factors that may influence the Authority, there are also internal factors of which the Authority has greater control over. The Authority's Board of Directors is diverse and it represents a wide-range of geographic, economic, and political interests. In recent years, the board has worked collaboratively with respect to addressing wide-ranging issues facing the region. This working relationship is essential to Authority success.

Office space is a critical internal factor. The Authority's staff is currently separated geographically into three office locations. This creates challenges with respect to internal communication and programmatic efficiencies. The Authority should explore the development of a new and more efficient configuration of office space.

Developing and maintaining a professional staff is another important factor. The success of the Authority's efforts over the next four years will be closely tied to work performed by a highly skilled group of employees. Support in the areas of continuing education, professional development, and competitive salaries and benefits will be key for retaining staff and solidifying the organizational focus on strategic goals.

## **STRATEGIC PLANNING PROCESS OVERVIEW**

A five-phase facilitated approach was used to create the Edwards Aquifer Authority strategic plan. In addition to the strategic plan, an implementation plan, comprised of a set of performance measures associated with strategic goals, was developed. This plan will be used to track strategic plan progress and to update the plan on an annual basis.

The facilitated strategic planning process involved, at various stages, Authority directors, key senior Authority staff, other key professional staff, and stakeholders. The project began in May 2005 and was completed October 11, 2005. Each strategic process phase is discussed below.

**Phase I. Preliminary Review of Previous Authority Strategic Planning Activities.** The consultant team worked with agency staff to assemble all pertinent documents, legislation, and information related to strategic planning. These data were reviewed and organized into a strategic planning historical overview. Additionally, this overview provided the consultant and the agency with clarity regarding the various aspects related to strategic planning including comprehensive water management, critical period management, groundwater conservation and management, water reuse, and habitat conservation. The information was used as a guide

for understanding the Authority's strategic needs, and allowed the consultant to formulate the initial questions and directions for the strategic planning process.

**Phase II. Strategic Planning Process Interviews.** Face-to-face interviews with Authority directors, key senior management staff, and stakeholders within the region were conducted in May 2005 to determine strategic planning process outcomes. A structured open-ended questionnaire was used during the interviews. Issues regarding agency vision, mission, and broad strategic themes were explored in the interviews. The information was integral for framing the Board of Directors' Strategic Planning Work Session.

**Phase III. Development of Edwards Aquifer Authority Board of Directors Work Session.** Based on the historical agency overview and information from the interviews, a comprehensive strategic planning work session for the board of directors was held. This two-day session involved the re-assessment of the Authority's current vision and mission. Strategic themes and board strategic goals were identified and prioritized. Specific action steps and initial performance measures were developed. The consultation team organized, facilitated, and summarized the board of directors' work sessions' findings and direction.

The work session focused participant discussion and creativity around the following issues:

- Review and update the agency vision and mission statement.
- Identify key strategic themes.
- Identify and prioritize strategic goals.
- Develop an initial set of steps associated with the strategic goals and determine estimated timelines for accomplishing the action steps.
- Identify performance measures that will allow for assessing strategic plan success.
- Assign organizational responsibility for collecting and monitoring information for each.

At the end of the board of directors work session, a working group (comprised of senior Authority staff and the consultant team) was established to develop the strategic plan with a focused tactical plan.

**Phase IV. Facilitation of the Strategic Planning Work Group.** The work group developed the elements of the strategic plan through a facilitated process. The consultation team provided the work group with developmental milestones that lead to a comprehensive strategic plan and a set of annual performance measures of assessing strategic planning progress.

The primary outcome of the working group was to develop both a *strategic plan* and an *implementation plan*. The implementation plan is comprised of specific delineated initiatives for addressing key strategic action steps. These initiatives were linked to performance measures that can be evaluated. The implementation plan will become the agency's annual report card related to the strategic plan.

The working group met with the consultant team three times over a six-week period. Strategic and implementation plan development were completed through program manager assignments for specific parts of the plans (program managers in conjunction with their staff members created action steps and associated tasks). The consultants gave guidance and direction, and assembled program manager work products into a draft strategic and implementation plan.

**Phase V. Completion of the Edwards Aquifer Authority Strategic Plan.** The consultation team took the draft strategic and implementation plans, and finalized them. Close coordination was maintained with senior management staff members and board of directors in the plan completion process. Recommendation and instructions were created with respect to adopting and implementing the strategic plan and its companion implementation plan.

## **EDWARDS AQUIFER AUTHORITY MISSION STATEMENT**

A mission statement represents a brief overview of an organization's purpose, identification of its clients, and statement of broad outcomes. It galvanizes the organizational culture and forms the organization's philosophy and direction. The Authority's board of directors, in collaboration with senior management staff, revised its mission statement to reflect a more clearly-defined approach to managing its water resources, and the statement is annotated below:

*The Edwards Aquifer Authority manages, enhances, and protects the Edward Aquifer system.*

## **EDWARDS AQUIFER AUTHORITY STRATEGIC GOALS**

A strategic goal is a broadly-defined planned organizational accomplishment or outcome. A set of strategic goals becomes an organization's outward expression of commitment to its mission. Strategic goals provide the guidance necessary for developing concrete action steps and tasks aimed at addressing organizational issues over a prescribed time period.

The Authority has eight major strategic goals that will become the focus of the agency from 2006 through 2009. The following discussion describes each goal along with some general organizational outcomes that may result from goal implementation.

### **A. Obtain and Comply with Endangered Species Act 10-A Permit**

The Edwards Aquifer Authority Act provides the Authority with the ability to hold permits under the Federal Endangered Species Act. The permit issued by the U.S. Fish & Wildlife Service related to endangered species is an Incidental Take Permit. A "Take Permit" is issued only if a Habitat Conservation Plan (HCP) is approved that will provide adequate protection for the identified species.

The goal of the HCP is to develop a long-term regional plan that will optimize use of the Edwards Aquifer while adequately protecting federally-listed species dependent upon the aquifer and springflow from Comal and San Marcos springs, and minimizing the negative impact of the plan on the regional economy and interests of all stakeholders.

### **B. Establish Groundwater Withdrawal Permits Amounts**

The Act requires municipal, industrial and irrigation well owners to apply for an Initial Regular Permit (IRP) for groundwater withdrawn from the aquifer during a historical period from June 1, 1972 through May 31, 1993. The Act provides conflicting language on the maximum amount of permitted withdrawals. On the one hand, the maximum annual permitted withdrawals through 2007 is 450,000 acre-feet. However, there is also language in the Act regarding the guaranteed "statutory minimums" that certain permit applicants would receive. Consequently, the Authority has issued IRPs in the amount of approximately 571,200 acre-feet as of August 2005. The Authority has adopted temporary rules to resolve this conflict.

The goal is to resolve the issue of the total amount of permitted withdrawals, and establish the conditions under which these withdrawals may be made. During this planning period, successful completion will result in the determination of a “pumping cap” for the Edwards Aquifer, development of rules to implement this decision, notification to all permit holders of their authorized amounts, and development of appropriate management programs to compliment the selected “pumping cap” scenario.

### **C. Implement and Expand Water Quality Initiatives**

The Act charges the agency with protecting Edwards Aquifer water quality. Work will continue throughout the plan period to enhance existing water quality protection programs and to develop new programs as conditions warrant. Maintaining high water quality will benefit the economy of the region and the aquatic species that depend upon the aquifer.

New activities planned to begin in 2006 include becoming a resource to the Texas Commission on Environmental Quality (TCEQ) to enhance observations of recharge zone development and recharge zone storage tank operations; becoming a resource to the City of San Antonio for their land acquisition program pursuant to the Proposition 1 Tax Initiative; increasing inspections for Authority-permitted well construction activities and abandoned wells; initiating a range management cooperative funding program; and reviewing, interpreting, and publishing water quality data trends.

### **D. Amend Demand Management/Critical Period Management Rules**

The Act provides for a Demand Management/Critical Period Management (DM/CPM) Program for the Edwards Aquifer region. This program applies to all Edwards Aquifer users who hold a groundwater withdrawal permit and pump more than three acre-feet of groundwater per year. The DM/CPM is a four stage program designed to slow the rate of decline in the Edwards Aquifer during low rainfall periods. While the rules are in effect year-round, stages of the program are triggered by one or both of two index wells and springs. This program is implemented through the EDWARDS AQUIFER AUTHORITY RULES. These rules may be simplified to make them more understandable and manageable not only for Authority staff, but also for permit holders, stakeholders, and other regional interests alike.

New activities for 2006 include reviewing the existing rules for ways to improve program administrative efficiencies, and to foster permit holder participation in program implementation.

### **E. Permit and Build Recharge Facilities (Both Public and Private)**

The physical characteristics of the aquifer are quite conducive to recharge as a result of run off from precipitation. Historical data indicate that the mean annual recharge for the period 1934 – 2004 is 719,200 acre-feet, and the median annual recharge for that same period is 560,900 acre-feet. Several studies on the potential for enhanced recharge have concluded there is potential for increasing recharge to the aquifer through the construction and operation of recharge structures.

The Authority has adopted rules to govern the consideration of applications for Edwards Aquifer recharge, storage, and recovery projects and the subsequent issuance of permits. The purpose of the rules is to promote management of waters recharged into the aquifer to: (1) increase the amount of groundwater that may be available for subsequent withdrawal from the aquifer for beneficial uses; or (2) support springflows at San Marcos and Comal springs.

### **F. Nurture and Develop Edwards Aquifer Authority Staff**

To help meet its mission, the Authority is committed to providing a positive work environment for its employees. To help maintain such an environment, the Authority will nurture and develop employees to ensure a professional, knowledgeable staff. This can be accomplished through expansion of existing programs or creation of new programs aimed at employee development.

The most important step toward this goal is the establishment of a consolidated office facility that will enable all staff to work together in one location. Currently, Authority staff maintains offices in three separate buildings. This arrangement has led to various communication and operational challenges.

### **G. Raise Public Awareness of Edwards Aquifer Authority's Mission**

The purpose of the Authority's public awareness effort is to establish a purposeful identity for the agency and its mission, communicate critical issues clearly and concisely, and increase pro-active aquifer and Authority awareness efforts throughout the region. These initiatives are achieved by forming relationships with various groups throughout the regional community, including SCTWAC, the Edwards Aquifer Legislative Oversight Committee, elected officials, other water agencies, community groups and the news media. The Authority's public awareness effort also includes providing a presence in the community different from the agency's regulatory role. Authority staff distributes information on Authority programs and projects to organizations and community groups throughout the region. Authority staff also participates in workshops, meetings, briefings and community events.

## **H. Identify, Prioritize, and Schedule Our Science/Technology Research Program Components**

The Act provides the Authority with the responsibility to collect data and perform research necessary to better understand and therefore, manage the aquifer. The Authority has an extensive data collection program related to the acquisition of water level measurements, rainfall and recharge amounts, water quality analysis, spring and well discharge amounts, determination of geologic and hydrologic data, etc. The Authority performs research to better understand the controlling factors for the recharge, occurrence, movement, and discharge of water from the aquifer, and to understand the biological communities that are dependant upon the aquifer.

In April 1999, the Authority initiated the Optimization Technical Studies program that identified and prioritized 17 studies in three major areas of investigation: Biological Assessment; Flowpath/Modeling Studies; and Recharge Enhancement Studies. In 2005, Authority staff re-visited the OTS program, and are in the process of revising and re-issuing the document as the Aquifer Science Research Plan (ASRP). The ASRP will be updated to include research related to water quantity and water quality, and should be completed by early 2006.

**EDWARDS AQUIFER AUTHORITY  
STRATEGIC GOAL IMPLEMENTATION PLAN  
CALENDAR YEAR 2006**

Calendar Year 2006

**GOAL A. OBTAIN AND COMPLY WITH ENDANGERED SPECIES ACT 10-A PERMIT**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Continue regular and special event monitoring activities in two spring ecosystem.	<ul style="list-style-type: none"> <li>• Review monitoring activities with consultant to determine most cost-effective monitoring plan.</li> <li>• Develop a plan for long-term monitoring.</li> </ul>		Groundwater Management Team
2. If requested by U.S. Fish Wildlife Service (Service), conduct intensive management area feasibility study.	<ul style="list-style-type: none"> <li>• Initiate feasibility study.</li> <li>• Review study with Citizen Advisory Committee (CAC), Biological Assessment Team (BAT) and general public.</li> <li>• Make determination regarding design and implementation of second and third phases of study.</li> </ul>		Groundwater Management Team
3. Meet regularly with the Service to discuss draft Habitat Conservation Plan (HCP) and research necessary for the HCP.	<ul style="list-style-type: none"> <li>• Meet with the Service to discuss appropriate measures necessary to advance the HCP.</li> <li>• Establish regular periodic meeting schedule.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.11(d)(9); 1.14; 1.21; 1.25; 1.26; and 1.27.

Calendar Year 2006

**GOAL B. ESTABLISH GROUNDWATER WITHDRAWAL PERMIT AMOUNTS**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Issue final adjusted permits.	<ul style="list-style-type: none"> <li>• Determine final proportional adjustment amounts for all Initial Regular Permits.</li> <li>• Prepare final permits for permit holders.</li> <li>• Send final permits to permit holders.</li> <li>• Hold work shops with permit holders to explain final permits.</li> </ul>		Groundwater Management and Executive teams
2. Adopt permit rules for addressing 450,000 acre-foot “pumping cap.”	<ul style="list-style-type: none"> <li>• Develop proposed rules for permits.</li> <li>• Hold public comment period on proposed rules.</li> <li>• Consider final rules for permits.</li> <li>• Notify permit holders about new rules and related permits.</li> <li>• Hold work shops for permit holders on new rules and related permits.</li> </ul>		Groundwater Management and Executive teams
3. Develop plan for regional retirement (as prescribed by statute) from 450,000 to 400,000 acre-feet.	<ul style="list-style-type: none"> <li>• Explore options for reducing the pumping cap from 450,000 to 400,000 acre-feet.</li> <li>• Develop concept memorandum for permit retirement program and rules that includes cost estimates.</li> <li>• Explore funding options for 25,000 acre-foot permit retirement through the U.S. Department of Agriculture (USDA) Conservation Resource Enhancement Program (CREP).</li> <li>• Meet with downstream water rights holders on proposed permit retirement program.</li> <li>• Meet with Texas Commission on Environmental Quality (TCEQ) on proposed permit retirement program and special fees.</li> <li>• Prepare plan for discussion during 2007 legislative session.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14; 1.15; 1.16; 1.19; 1.20; 1.21; and 1.22.

Calendar Year 2006

**GOAL C. IMPLEMENT AND EXPAND WATER QUALITY INITIATIVES**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
<p>1. Become a resource to the TCEQ for their Edwards Aquifer Protection Plan (EAPP) program.</p>	<ul style="list-style-type: none"> <li>• Define EAPP work areas where Authority can provide assistance to TCEQ.</li> <li>• Develop an interlocal cooperation agreement (ICA) between TCEQ and Authority where work products to be provided by the Authority are clearly defined.</li> <li>• Train assigned staff in TCEQ procedures as required.</li> <li>• Initiate program operation.</li> <li>• Provide quarterly progress reports to board on EAPP ICA activities.</li> </ul>		<p>Water Quality and Executive teams</p>
<p>2. As a component of the existing Authority storage tank program, become a resource to TCEQ for monitoring storage tanks on the recharge zone.</p>	<ul style="list-style-type: none"> <li>• Define areas of mutual interest in monitoring storage tanks on the recharge zone in support of Authority and TCEQ rules.</li> <li>• Develop a memorandum of understanding (MOU) between the TCEQ and Authority to clearly define cooperative work products to be provided by each agency.</li> <li>• Initiate program operation. Provide quarterly progress reports to board on storage tank MOU activities.</li> </ul>		<p>Water Quality and Executive teams</p>
<p>3. Define water quality baseline and design parameters for programs to assess any impacts.</p>	<ul style="list-style-type: none"> <li>• Review Authority database and provide initial water quality baseline report.</li> <li>• Develop work scope for follow-up baseline studies pursuant to recommendations of the baseline report.</li> <li>• Perform/contract additional baseline water quality baseline studies, as may be recommended by the baseline report.</li> </ul>		<p>Water Quality Team</p>

Calendar Year 2006

**GOAL C. IMPLEMENT AND EXPAND WATER QUALITY INITIATIVES (CONTINUED)**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
<p>4. Expand the existing well construction program by increasing inspection activities and searches for abandoned wells.</p>	<ul style="list-style-type: none"> <li>• Document procedures to inspect well construction, maintenance, and plugging activities at critical points to ensure compliance with Authority rules.</li> <li>• Increase monthly inspections of well construction activities relative to the 2005 monthly inspection rate.</li> <li>• Document procedures for field staff to efficiently locate abandoned wells. Continue to search and apply for grant funding opportunities to fund well plugging and well repair activities.</li> </ul>		<p>Water Quality Team</p>
<p>5. Serve as a resource to the City of San Antonio (City) for recharge zone property acquisition and inspection.</p>	<ul style="list-style-type: none"> <li>• Define work areas where Authority can provide assistance to the City to include consideration of Authority and City needs and Authority labor availability.</li> <li>• Develop an interlocal cooperation agreement (ICA) between the City and Authority where work products to be provided by the Authority are clearly defined.</li> <li>• Initiate program operation per ICA work scope.</li> <li>• Provide quarterly progress reports to board on City/Authority ICA activities.</li> </ul>		<p>Water Quality and Executive teams</p>

Calendar Year 2006

**GOAL C. IMPLEMENT AND EXPAND WATER QUALITY INITIATIVES (CONTINUED)**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
6. Implement range management program to encourage brush removal and revegetation on the recharge zone.	<ul style="list-style-type: none"> <li>• Define a program whereby the Authority can provide funding to land owners to encourage range management through brush control, and follow-up on range management activities.</li> <li>• Initiate program operation.</li> <li>• Provide progress reports to the board as funding for specific projects is presented for board approval.</li> <li>• Continue to search and apply for grant funding opportunities to fund range management activities.</li> </ul>		Water Quality and Executive teams
7. Work with stakeholders to develop an emergency plan for response to aquifer pollution events, with clarity about responsibilities and communications.	<ul style="list-style-type: none"> <li>• Define Authority resources that can be made available to stakeholders in the event of an aquifer pollution event.</li> <li>• Develop a draft emergency response plan to be discussed with stakeholders.</li> <li>• Initiate meetings with water purveyors, local, state, and federal agencies, and local emergency planning commissions to review Authority resources and other agency resources, and propose emergency response roles for the Authority and others.</li> <li>• After meeting with stakeholders, finalize the emergency response plan to include entity roles and communication procedures.</li> </ul>		Water Quality Team
8. Develop hazardous materials rules.	<ul style="list-style-type: none"> <li>• Tasks to be determined.</li> </ul>		Water Quality Team
9. Develop impervious cover rules.	<ul style="list-style-type: none"> <li>• Tasks to be determined.</li> </ul>		Water Quality Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.03(17) and (21); 1.08(a) and (c); 1.11(d)(8), (10) and (11); 1.14; 1.15; 1.27(b)(2); 1.35; and 1.44.

Calendar Year 2006

**GOAL D. AMEND DEMAND MANAGEMENT/CRITICAL PERIOD MANAGEMENT RULES**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Conduct comprehensive review of rules to identify opportunities to simplify these rules.	<ul style="list-style-type: none"> <li>• Meet to discuss revisions to rules that will improve participation in and operation of this program.</li> <li>• Review enforcement history to determine if increased compliance can be achieved with Authority Rules revisions that would not compromise Authority goals.</li> <li>• Determine applicability of proposed revisions and recommend rule revisions to board.</li> <li>• Obtain legal counsel review on recommended rules revisions.</li> <li>• Seek Authority rule amendments through standard process.</li> <li>• Obtain board approval on rule amendments.</li> </ul>		Groundwater Management, Compliance and Executive teams
2. Create critical period task force to analyze spring flow, well level triggers and separate pools.	<ul style="list-style-type: none"> <li>• Organize group consisting of representatives from all user groups.</li> <li>• Set schedule for completing review process.</li> </ul>		Groundwater Management, Executive, and Aquifer Science teams
3. Review reporting requirements for permit holders.	<ul style="list-style-type: none"> <li>• Present summary of current reporting requirements and recommendations for amending these requirements to the Aquifer Planning Committee and the board.</li> </ul>		Groundwater Management Team
4. Develop fact sheet on critical period rules.	<ul style="list-style-type: none"> <li>• Mail fact sheet to all permit holders.</li> </ul>		Groundwater Management and Public Affairs teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14(a), (d), (f), (g) and (h); 1.25(a); and 1.26.

**Calendar Year 2006**

**GOAL E. PERMIT AND BUILD RECHARGE FACILITIES (BOTH PUBLIC AND PRIVATE)**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Complete Phase III of the Recharge and Recirculation Study	<ul style="list-style-type: none"> <li>• Prepare final report and submit recommendations to board.</li> </ul>		Groundwater Management Team
2. Participate in Nueces River Basin and Cibolo Creek studies for recharge.	<ul style="list-style-type: none"> <li>• Assign staff to participate in meetings and briefings.</li> <li>• Provide quarterly status reports to Aquifer Management Planning Committee and board.</li> </ul>		Groundwater Management Team
3. Finalize Guidance Manual for recharge projects.	<ul style="list-style-type: none"> <li>• Receive guidance manual and provisional application form.</li> <li>• Internal review and discussion of document.</li> <li>• Presentation to committee and board for approval.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.08; 1.11(f); 1.44; and 1.45.

Calendar Year 2006

**GOAL F. NURTURE AND DEVELOP EDWARDS AQUIFER AUTHORITY STAFF**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Re-examine Authority office space needs and opportunities for expanding North St. Mary's office facility.	<ul style="list-style-type: none"> <li>• Contract with architect to develop conceptual plan to expand St. Mary's building.</li> <li>• Reestablish an Ad Hoc Building Committee to consider conceptual plan.</li> <li>• Conduct a competitive process to retain architectural services to develop specific plans for building expansion.</li> <li>• Conduct competitive process to retain a real estate broker, if necessary.</li> <li>• Conduct competitive process for construction services, if necessary.</li> <li>• Acquire adjacent property if needed.</li> <li>• Establish funding mechanism for purchase/construction/renovation of office facility.</li> </ul>		Administration Team
2. Elevate human resources to further enhance staff development, employee compensation, and retiree benefits.	<ul style="list-style-type: none"> <li>• Improve employee training.</li> <li>• Conduct survey of other organizations to determine what types of benefits are offered to retirees.</li> <li>• Determine costs to implement the benefits programs.</li> <li>• Fund cost-of-living adjustments for all employees based on CPI.</li> <li>• Standardization of program versus current compensation program.</li> <li>• Conduct triennial salary survey.</li> <li>• Implement new employee compensation program and make adjustments if necessary.</li> </ul>		Administration and Executive teams

Edwards Aquifer Authority Act References: §§ 1.08(a); and 1.11(d)(5).

Calendar Year 2006

**GOAL G. RAISE PUBLIC AWARENESS OF THE AUTHORITY’S MISSION**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Develop comprehensive public relations plan for the Authority. A community relations component will also be developed.	<ul style="list-style-type: none"> <li>• Identify audience and constituents.</li> <li>• Determine appropriate programs for inclusion in the plan.</li> <li>• Meet regularly with key constituents.</li> <li>• Identify events and community relations opportunities throughout the region.</li> <li>• Work with directors to ensure that events and community relations opportunities for each county are included in the plan.</li> </ul>		Public Affairs and Executive teams
2. Work with members of the Edwards Aquifer Legislative Oversight Committee (EALOC) and other legislators to inform them of Edwards Aquifer and Authority issues and programs.	<ul style="list-style-type: none"> <li>• Submit annual update to the EALOC and other members, and meet with members.</li> <li>• Prepare and distribute information to members on issues during legislative sessions, and during legislative interim periods.</li> </ul>		Public Affairs and Executive teams
3. Enhance communications with federal, state and local elected and other officials and stakeholders in the region on Edwards Aquifer and Authority issues.	<ul style="list-style-type: none"> <li>• Convene special meetings of the mayors or other local officials during the year.</li> <li>• Convene joint management staff meetings with other water agencies.</li> <li>• Meet periodically with staff of cities throughout the region.</li> </ul>		Executive Team
4. Determine ways to reach out to community through homeowner and neighborhood meetings.	<ul style="list-style-type: none"> <li>• Work closely with Directors and management staff to determine needs within districts.</li> <li>• Work with Directors and management staff to schedule outreach efforts.</li> </ul>		Public Affairs Team
5. Develop a task force to determine appropriate outreach and support to title companies.	<ul style="list-style-type: none"> <li>• Work with compliance team to create fact sheet on Authority’s programs.</li> </ul>		Compliance, Public Affairs, and Executive teams

Calendar Year 2006

**GOAL G . RAISE PUBLIC AWARENESS OF THE AUTHORITY’S MISSION (CONTINUED)**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
6. Develop informational mailings regarding Authority rules compliance.	<ul style="list-style-type: none"> <li>• Work with compliance team to develop reader friendly brochures on compliance with Authority rules.</li> </ul>		Compliance and Public Affairs teams
7. Continue to refine current education programs to reach targeted audiences.	<ul style="list-style-type: none"> <li>• Work with Education Coordinator and Associate to determine if new programs are necessary for the program.</li> <li>• Identify which programs will be added/deleted from current program.</li> <li>• Work with teacher focus group to determine level of interest in new potential programs.</li> </ul>		Public Affairs Team

Edwards Aquifer Authority Act References: §§ 1.08 (a); and 1.11.

Calendar Year 2006

**GOAL H. IDENTIFY, PRIORITIZE, AND SCHEDULE OUR SCIENCE/TECHNOLOGY RESEARCH PROGRAM COMPONENTS**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
<p>1. Form aquifer science advisory panel (ASAP) to help formulate aquifer science goals and objectives, provide peer review of data, reports, and documents as needed.</p>	<ul style="list-style-type: none"> <li>• Determine scope of panel and frequency of meetings.</li> <li>• Identify 4 to 5 individuals with expertise in karst hydrology and/or Edwards Aquifer.</li> <li>• Create Aquifer Science Advisory Panel.</li> <li>• Convene Panel.</li> <li>• Continue to meet with Technical Advisory Group (TAG) members and discuss research.</li> <li>•</li> </ul>		<p>Aquifer Science Team</p>
<p>2. Publish Aquifer Science Research Program Plan. Expand to include water quantity and water quality studies. Review and revise every two years.</p>	<ul style="list-style-type: none"> <li>• Work with Aquifer Science Advisory Panel.</li> <li>• Identify new research needs.</li> <li>• Prioritize and schedule research needs.</li> <li>• Publish AS Research Plan.</li> </ul>		<p>Aquifer Science Team</p>
<p>3. Develop continuous improvement process for the aquifer science data collection program.</p>	<ul style="list-style-type: none"> <li>• Determine aquifer water quantity, water quality and related monitoring needs.</li> <li>• Evaluate data collection protocols, locations, parameters, and sampling frequency.</li> <li>• Modify data collection program to address needs.</li> <li>• Re-evaluate monitoring needs.</li> </ul>		<p>Aquifer Science, Water Quality and Groundwater Management teams</p>
<p>4. Establish biennial water quality trends analysis process and report findings.</p>	<ul style="list-style-type: none"> <li>• Evaluate existing water quality data.</li> <li>• Prepare trends analysis document.</li> <li>• Prepare recommendations for data collection program (Action Step 3) from conclusion.</li> </ul>		<p>Aquifer Science and Water Quality teams</p>

Calendar Year 2006

**GOAL H . IDENTIFY, PRIORITIZE, AND SCHEDULE OUR SCIENCE/TECHNOLOGY RESEARCH PROGRAM COMPONENTS  
(CONTINUED)**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
5. Design and implement aquifer science program to continue establishing the Authority's reputation for excellence in Aquifer Science issues at local, state, national, and international levels.	<ul style="list-style-type: none"> <li>• Foster a program of staff publication of research in peer-reviewed journals.</li> <li>• Develop joint research programs and facilitate research on Edwards Aquifer.</li> <li>• Sponsor national groundwater and karst conferences in region.</li> </ul>		Aquifer Science Team
6. Provide an annual summary of aquifer research by the Authority and promote its dissemination to raise awareness of Edwards issues.	<ul style="list-style-type: none"> <li>• Collect and review aquifer-related research reports.</li> <li>• Prepare annual research summary.</li> </ul>		Aquifer Science Team
7. Prepare annual hydrologic data report.	<ul style="list-style-type: none"> <li>• Collect and review water quantity and water quality data for 2005.</li> <li>• Prepare 2005 hydrologic data report.</li> </ul>		Aquifer Science Team

Edwards Aquifer Authority Act Reference: § 1.27.

**EDWARDS AQUIFER AUTHORITY  
STRATEGIC GOAL IMPLEMENTATION PLAN  
CALENDAR YEAR 2007**

Calendar Year 2007

**GOAL A. OBTAIN AND COMPLY WITH ENDANGERED SPECIES ACT 10-A PERMIT**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Conduct Phase 2 of intensive management area feasibility study and other research requested by the Service.	<ul style="list-style-type: none"> <li>• Prepare request for proposals (RFP), select contractor and execute contract.</li> <li>• Submit quarterly reports to board, Citizens Advisory Committee (CAC) and Biological Advisory Team (BAT).</li> </ul>		Groundwater Management and Executive teams
2. Revise Habitat Conservation Plan (HCP) according to Service comments.	<ul style="list-style-type: none"> <li>• Review and discuss Service comments and Authority response with CAC and BAT.</li> <li>• Conduct additional analysis as necessary.</li> <li>• Edit HCP as necessary.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.11(d)(9); 1.14; 1.21; 1.25; 1.26; and 1.27.

Calendar Year 2007

**GOAL B. ESTABLISH GROUNDWATER WITHDRAWAL PERMIT AMOUNTS**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Adopt rules for permit retirement to 400,000 acre-feet.	<ul style="list-style-type: none"> <li>• Develop concept memorandum for board approval for permit retirement rules.</li> <li>• Develop proposed rules for permit retirement.</li> <li>• Hold public comment period on proposed rules.</li> <li>• Consider final rules for permit retirement.</li> <li>• Notify permit holders about permit retirement rules and permit amounts.</li> <li>• Hold workshops for permit holders on permit retirement program.</li> </ul>		Groundwater Management and Executive teams
2. Work with Texas Commission on Environment Quality (TCEQ) to provide notification to downstream water rights holders.	<ul style="list-style-type: none"> <li>• Provide assistance to TCEQ on calculating permit retirement fees for downstream water rights holders.</li> <li>• Hold workshops for downstream water rights holders on permit retirement program.</li> </ul>		Groundwater Management and Executive teams
3. Reduce total permits by 25,000 acre-feet through buydown, etc. with use of Federal/Authority funds.	<ul style="list-style-type: none"> <li>• Work with USDA to implement a CREP initiative.</li> <li>• Meet with permit holders to determine opportunities for purchasing groundwater withdrawal rights.</li> </ul>		Groundwater Management and Executive teams
4. Provide web read-only access to permit database.	<ul style="list-style-type: none"> <li>• Develop contract with consultant to place read-only version of permit database on Authority website for customer access.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14; 1.15; 1.16; 1.19; 1.20; 1.21; and 1.22.

**Calendar Year 2007**

**GOAL C. IMPLEMENT AND EXPAND WATER QUALITY INITIATIVES**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Operate programs to assist TCEQ pursuant to procedures developed in 2006.	<ul style="list-style-type: none"> <li>• Ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
2. Develop water quality protection programs that may be indicated as a result of the review of baseline water quality conditions or water quality data trend analysis.	<ul style="list-style-type: none"> <li>• Obtain board approval of rules for any regulatory or programs and board approval for any non-regulatory programs that may result from 2006 recommendations from the baseline water quality studies.</li> </ul>		Water Quality Team
3. Operate program to assist City of San Antonio with Proposition 1 Tax Initiative.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
4. Operate well construction program as refined in 2006.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
5. Operate program to offer incentives for range management on recharge zone.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
6. Maintain the emergency plan for response to aquifer pollution events, with clarity about responsibilities and communications.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in the plan details and support systems are in place.</li> </ul>		Water Quality Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.03(17) and (21); 1.08(a) and (c); 1.11(d)(8), (10) and (11); 1.14; 1.15; 1.27(b)(2); 1.35; and 1.44.

Calendar Year 2007

**GOAL D. AMEND DEMAND MANAGEMENT/CRITICAL PERIOD MANAGEMENT RULES**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Review results from critical period task force and make appropriate changes, including critical period triggers.	<ul style="list-style-type: none"> <li>• Ensure they are tied to scientific and management goals and expectations.</li> </ul>		Groundwater Management Team
2. Review quarterly allocation methodology to regulate withdrawals during critical period.	<ul style="list-style-type: none"> <li>• Review goals of critical period management.</li> <li>• Redesign quarterly allocation form to achieve goals, make more clear or simple.</li> <li>• Develop alternatives methods of achieving goals.</li> </ul>		Groundwater Management and Compliance teams
3. Implement “user friendly” critical period information.	<ul style="list-style-type: none"> <li>• Develop an electronic form for reporting monthly water use reports.</li> <li>• Create a dedicated telephone line for water levels.</li> <li>• Create dedicated fax line for water reporting.</li> </ul>		Groundwater Management and Public Affairs teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14(a), (d), (f), (g) and (h); 1.25(a); and 1.26.

Calendar Year 2007

**GOAL E. PERMIT AND BUILD RECHARGE FACILITIES (BOTH PUBLIC AND PRIVATE)**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Complete Recharge and Recirculation Study with partners and/or permit holders to identify site for recharge (and potential recirculation) project.	<ul style="list-style-type: none"> <li>• Coordinate with Corps of Engineers and other partners.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.08; 1.11(f); 1.44; and 1.45.

Calendar Year 2007

**GOAL F. NURTURE AND DEVELOP EDWARDS AQUIFER AUTHORITY STAFF**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Begin facility construction and/or renovation.	<ul style="list-style-type: none"> <li>• Relocate staff as necessary during construction.</li> </ul>		Administration Team
2. Further refine employee compensation program.	<ul style="list-style-type: none"> <li>• Hire consultant to conduct the salary survey.</li> <li>• Present results to board.</li> <li>• If acceptable, include funding for salary adjustments in 2008 budget.</li> <li>• Fund cost-of-living adjustments for all employees based on CPI.</li> <li>• Fund merit pay increase for Pay In Performance Program.</li> </ul>		Administration Team
3. Develop continuing education and training program for staff members.	<ul style="list-style-type: none"> <li>• Survey program managers to determine the continuing education needs of Authority employees.</li> <li>• Contract with a local university to assist in the development of curriculum for a continuing education program and to develop a system of credits for such a program.</li> </ul>		Administration Team

Edwards Aquifer Authority Act Reference: §§ 1.08(a); and 1.11(d)(5).

**Calendar Year 2007**

**GOAL G. RAISE PUBLIC AWARENESS OF THE AUTHORITY’S MISSION**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Measure success of 2006 program.	<ul style="list-style-type: none"> <li>• Measure quantitative results for those programs receiving additional attention. In addition, track media coverage resulting from public relations efforts.</li> </ul>		Public Affairs Team
2. Implement public relations plan.	<ul style="list-style-type: none"> <li>• Train additional staff to participate in Authority presentations, community events, and homeowner’s association presentations.</li> </ul>		Public Affairs Team
3. Continue to refine current education programs to reach more of the targeted audience.	<ul style="list-style-type: none"> <li>• Work with Education Coordinator to further refine the Authority’s Education Program to ensure the programs are reaching the targeted audience with the desired results.</li> </ul>		Public Affairs Team
4. Work with members of the Edwards Aquifer Legislative Oversight Committee (EALOC) and other legislators to inform them of Edwards Aquifer and Authority issues and programs.	<ul style="list-style-type: none"> <li>• Submit annual update to the EALOC and other members, and meet with members.</li> <li>• Prepare and distribute information to members on issues during legislative sessions, and during legislative interim periods.</li> </ul>		Public Affairs and Executive teams
5. Enhance communications with federal, state and local elected and other officials and stakeholders in the region on Edwards Aquifer and Authority issues.	<ul style="list-style-type: none"> <li>• Convene special meetings of the mayors or other local officials during the year.</li> <li>• Convene joint management staff meetings with other water agencies.</li> <li>• Meet periodically with staff of cities throughout the region.</li> </ul>		Executive Team

Edwards Aquifer Authority Act Reference: §§ 1.08(a); and 1.11.

Calendar Year 2007

**GOAL H. IDENTIFY, PRIORITIZE, AND SCHEDULE OUR SCIENCE/TECHNOLOGY RESEARCH PROGRAM COMPONENTS**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Continue Aquifer Science Advisory Panel.	<ul style="list-style-type: none"> <li>• Conduct Science Advisory Panel meetings.</li> </ul>		Aquifer Science Team
2. Provide consultation and support to Authority programs and external programs as requested.	<ul style="list-style-type: none"> <li>• Provide consultation and assistance to other Authority teams as requested.</li> </ul>		Aquifer Science Team
3. Continue to develop an aquifer science program to continue establishing the Authority's reputation for excellence in Aquifer Science issues at local, state, national, and international levels.	<ul style="list-style-type: none"> <li>• Foster a program of staff publication of research in peer-reviewed journals.</li> <li>• Develop joint research programs and facilitate research on Edwards Aquifer.</li> <li>• Sponsor national groundwater and karst conferences in region.</li> </ul>		Aquifer Science Team
4. Provide an annual summary of aquifer research by the Authority and promote its dissemination to raise awareness of Edwards issues.	<ul style="list-style-type: none"> <li>• Collect and review aquifer-related research reports.</li> <li>• Prepare annual research summary.</li> </ul>		Aquifer Science Team
5. Prepare annual hydrologic data report.	<ul style="list-style-type: none"> <li>• Collect and review water quality and quantity data.</li> <li>• Prepare hydrologic data report.</li> </ul>		Aquifer Science Team
6. Prepare biennial 2006 Aquifer Bibliography.	<ul style="list-style-type: none"> <li>• Collect and review aquifer-related titles and abstracts.</li> <li>• Prepare and distribute the Edwards Aquifer Bibliography.</li> </ul>		Aquifer Science Team

Edwards Aquifer Authority Act Reference: § 1.27.

**EDWARDS AQUIFER AUTHORITY  
STRATEGIC GOAL IMPLEMENTATION PLAN  
CALENDAR YEAR 2008**

Calendar Year 2008

**GOAL A. OBTAIN AND COMPLY WITH ENDANGERED SPECIES ACT 10-A PERMIT**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Initiate Phase III of intensive management area study and other research requested by the Service.	<ul style="list-style-type: none"> <li>• Develop contract with scope of work, schedule and budget.</li> <li>• Apply for appropriate permits from Service.</li> <li>• Present quarterly reports to board, CAC, and BAT.</li> </ul>		Groundwater Management and Executive teams
2. Continue ecosystem and bio-monitoring at Comal and San Marcos springs through a combination of internal and external sources.	<ul style="list-style-type: none"> <li>• Implement monitoring plan developed by consultant.</li> <li>• Establish training &amp; educational program for staff.</li> </ul>		Groundwater Management and Executive teams
3. Conduct public hearings on revised draft HCP.	<ul style="list-style-type: none"> <li>• Arrange location for five public hearings.</li> <li>• Place newspaper ads and issue press releases.</li> <li>• Publish multiple copies of plans (paper and electronic) for public comment.</li> </ul>		Groundwater Management and Executive teams
4. Submit revised draft HCP to Service.	<ul style="list-style-type: none"> <li>• Review and discuss public comments and Authority response with CAC and BAT.</li> <li>• Conduct additional analysis of plan as necessary.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.11(d)(9); 1.14; 1.21; 1.25; 1.26; and 1.27.

**Calendar Year 2008**

**GOAL B. ESTABLISH GROUNDWATER WITHDRAWAL PERMITS AMOUNTS**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Develop grants, programs and outside funds for 25,000 acre-feet of permit retirement.	<ul style="list-style-type: none"> <li>• Establish “stakeholder” group and establish meeting schedule.</li> <li>• Make recommendations to board for final action.</li> <li>• Continue to implement Conservation Reserve Enhancement Program (CREP) and other programs.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14; 1.15; 1.16; 1.19; 1.20; 1.21; and 1.22.

**Calendar Year 2008**

**GOAL C. IMPLEMENT AND EXPAND WATER QUALITY INITIATIVES**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Operate programs to assist TCEQ with their Edwards Aquifer Protection and Storage Tank programs.	<ul style="list-style-type: none"> <li>Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
2. Initiate water quality protection programs that may be indicated as a result of the review of baseline water quality conditions or water quality data trend analysis.	<ul style="list-style-type: none"> <li>Ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
3. Operate program to assist City of San Antonio with Proposition 1 Tax Initiative.	<ul style="list-style-type: none"> <li>Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
4. Operate well construction program as refined in 2006.	<ul style="list-style-type: none"> <li>Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
5. Operate program to offer incentives for range management on recharge zone.	<ul style="list-style-type: none"> <li>Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
6. Maintain the emergency plan for response to aquifer pollution events, with clarity about responsibilities and communications.	<ul style="list-style-type: none"> <li>Continue to ensure assigned staff is trained in the plan details and support systems are in place.</li> </ul>		Water Quality Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.03(17) and (21); 1.08(a) and (c); 1.11(d)(8), (10) and (11); 1.14; 1.15; 1.27(b)(2); 1.35; and 1.44.

**Calendar Year 2008**

**GOAL D. AMEND DEMAND MANAGEMENT/CRITICAL PERIOD MANAGEMENT RULES**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Develop guidelines and policies for Withdrawal Suspension Program (WSP) and enroll applicants.	<ul style="list-style-type: none"> <li>• Create partnerships, establish meeting schedule and agenda, and present recommendations to board for approval.</li> <li>• Identify alternative funding sources.</li> </ul>		Groundwater Management and Executive teams
2. Convene Drought Management/Critical Period Management Symposium.	<ul style="list-style-type: none"> <li>• Develop symposium agenda, presentation topics, invitation list, and speakers.</li> <li>• Make arrangements for location.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14(a), (d), (f), (g) and (h); 1.25(a); and 1.26.

Calendar Year 2008

**GOAL E. PERMIT AND BUILD RECHARGE FACILITIES (BOTH PUBLIC AND PRIVATE)**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Approve regional recharge partnerships and move forward with funding requests and plans to construct and monitor recharge projects.	<ul style="list-style-type: none"> <li>• Create partnerships and develop necessary contractual arrangements.</li> <li>• Identify alternative funding sources.</li> </ul>		Groundwater Management and Executive teams
2. Consider arrangement with Natural Resource Conservation Service (NRCS) to provide funding assistance for small recharge structures that demonstrate recharge and/or water quality benefits.	<ul style="list-style-type: none"> <li>• Develop necessary contractual arrangements with NRCS.</li> <li>• Develop qualification criteria.</li> <li>• Prepare notices and announcements to solicit participation.</li> </ul>		Groundwater Management Team
3. Identify funding for project.	<ul style="list-style-type: none"> <li>• Develop funding proposals in coordination with Corps of Engineers, the Service, and other partners.</li> <li>• Identify alternative funding sources.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.08; 1.11(f); 1.44; and 1.45.

**Calendar Year 2008**

**GOAL F. NURTURE AND DEVELOP EDWARDS AQUIFER AUTHORITY STAFF**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Complete office consolidation.	<ul style="list-style-type: none"> <li>• Move staff into new/renovated facility.</li> </ul>		Administration Team
2. Enhance retiree benefits program.	<ul style="list-style-type: none"> <li>• Conduct survey of other organizations to determine what types of benefits are offered to retirees.</li> <li>• Evaluate options available and the associated costs.</li> <li>• Recommend added benefit to board for consideration.</li> </ul>		Administration Team
3. Further refine employee compensation program.	<ul style="list-style-type: none"> <li>• Fund cost-of-living adjustments for all employees based on CPI.</li> <li>• Fund merit pay increase for Pay In Performance Program.</li> </ul>		Administration Team

Edwards Aquifer Authority Act References: §§ 1.08(a); and 1.11(d)(5).

Calendar Year 2008

**GOAL G. RAISE PUBLIC AWARENESS OF AUTHORITY'S MISSION**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Articulate the Authority's enforcement program's role in supporting our mission.	<ul style="list-style-type: none"> <li>• Work with compliance team to create fact sheet on Authority's enforcement program.</li> </ul>		Compliance and Public Affairs teams
2. Identify new programs for Authority's Education Program.	<ul style="list-style-type: none"> <li>• Work with Education Coordinator and Associate to determine if new programs are necessary for the program.</li> <li>• Identify which programs will be added/deleted from current program.</li> <li>• Work with teacher focus group to determine level of interest in potential programs.</li> </ul>		Public Affairs Team
3. Develop New Education Videos as part of the Authority's education outreach.	<ul style="list-style-type: none"> <li>• Work with Education coordinator to develop new themes for Authority Videos.</li> <li>• Hire writer and producer to create and produce new videos.</li> <li>• Work with GIS Coordinator to develop database for distribution</li> </ul>		Public Affairs Team
4. Continue to implement comprehensive public relations and community relations program for the Authority.	<ul style="list-style-type: none"> <li>• Determine new programs for inclusion in the plan.</li> <li>• Identify new events and community relation opportunities throughout the region.</li> <li>• Continue to work with directors to ensure that events and community relations opportunities for each county are included in the plan.</li> </ul>		Public Affairs and Executive teams
5. Work with members of the Edwards Aquifer Legislative Oversight Committee (EALOC) and other legislators to inform them of Edwards Aquifer and Authority issues and programs.	<ul style="list-style-type: none"> <li>• Submit annual update to the EALOC and other members, and meet with members.</li> <li>• Prepare and distribute information to members on issues during legislative sessions, and during legislative interim periods.</li> </ul>		Public Affairs and Executive teams

**Calendar Year 2008**

**GOAL G. RAISE PUBLIC AWARENESS OF THE AUTHORITY’S MISSION (CONTINUED)**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
6. Enhance communications with federal, state and local elected and other officials and stakeholders in the region on Edwards Aquifer and Authority issues.	<ul style="list-style-type: none"> <li>• Convene special meetings of the mayors or other local officials during the year.</li> <li>• Convene joint management staff meetings with other water agencies.</li> <li>• Meet periodically with staff of cities throughout the region.</li> </ul>		Executive Team
7. Continue outreach to community through homeowner and neighborhood meetings.	<ul style="list-style-type: none"> <li>• Work closely with Directors and management staff to determine needs within districts.</li> <li>• Work with Directors and management staff to schedule outreach efforts.</li> </ul>		Public Affairs Team
8. Determine education programs to be highlighted through new public awareness effort.	<ul style="list-style-type: none"> <li>• Meet with education coordinator and education associate to determine which education programs would benefit from additional outreach.</li> <li>• Create a plan with a timetable that outlines each education program targeted for additional outreach.</li> </ul>		Public Affairs Team

Edwards Aquifer Authority Act References: §§ 1.08(a); and 1.11.

Calendar Year 2008

**GOAL H. IDENTIFY, PRIORITIZE, AND SCHEDULE OUR SCIENCE/TECHNOLOGY RESEARCH PROGRAM COMPONENTS**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Continue convening Aquifer Science Advisory Panel.	<ul style="list-style-type: none"> <li>• Conduct Science Advisory Panel meetings.</li> </ul>		Aquifer Science Team
2. Perform biennial revision and update of Aquifer Science Research Plan (ASRP).	<ul style="list-style-type: none"> <li>• Review existing ASRP studies.</li> <li>• Work with Aquifer Science Advisory Panel.</li> <li>• Identify new research needs.</li> <li>• Prioritize and schedule research needs.</li> <li>• Re-publish ASRP, if necessary.</li> </ul>		Aquifer Science Team
3. Implement continuous improvement process for aquifer science data collection program.	<ul style="list-style-type: none"> <li>• Re-evaluate aquifer data collection program needs.</li> <li>• Re-evaluate data collection protocols, locations, parameters, and sampling frequency.</li> <li>• Modify data collection program to address needs.</li> </ul>		Aquifer Science Team
4. Prepare biennial water quality trends analysis report.	<ul style="list-style-type: none"> <li>• Evaluate new water quality data.</li> <li>• Prepare annual trends analysis document.</li> <li>• Prepare recommendations for data collection program from conclusion.</li> </ul>		Aquifer Science Team
5. Provide consultation and support to Authority programs and external programs as requested.	<ul style="list-style-type: none"> <li>• Provide consultation and assistance to other Authority teams as requested.</li> </ul>		Aquifer Science Team
6. Continue to develop an aquifer science program to continue establishing the Authority's reputation for excellence in Aquifer Science issues at local, state, national, and international levels.	<ul style="list-style-type: none"> <li>• Foster a program of staff publication of research in peer-reviewed journals.</li> <li>• Develop joint research programs and facilitate research on Edwards Aquifer.</li> <li>• Sponsor national groundwater and karst conferences in region.</li> </ul>		Aquifer Science Team

Calendar Year 2008

**GOAL H. IDENTIFY, PRIORITIZE, AND SCHEDULE OUR SCIENCE/TECHNOLOGY RESEARCH PROGRAM COMPONENTS  
(CONTINUED)**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
7. Provide an annual aquifer research summary by the Authority and promote its dissemination to raise awareness of Edwards issues.	<ul style="list-style-type: none"> <li>• Collect and review aquifer-related research reports.</li> <li>• Prepare annual research summary.</li> </ul>		Aquifer Science Team
8. Prepare annual hydrologic data report.	<ul style="list-style-type: none"> <li>• Collect and review water quality and quantity data.</li> <li>• Prepare hydrologic data report.</li> </ul>		Aquifer Science Team

Edwards Aquifer Authority Act Reference: § 1.27.

**EDWARDS AQUIFER AUTHORITY  
STRATEGIC GOAL IMPLEMENTATION PLAN  
CALENDAR YEAR 2009**

Calendar Year 2009

**GOAL A. OBTAIN AND COMPLY WITH ENDANGERED SPECIES ACT 10-A PERMIT**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Complete Phase III of intensive management area study.	<ul style="list-style-type: none"> <li>• Present semi-annual reports to the Service, board, Citizens Advisory Committee (CAC), and Biological Advisory Team (BAT).</li> <li>• Develop cooperative agreement with the Comal County Master Naturalists.</li> </ul>		Groundwater Management and Executive teams
2. Submit status report to legislature.	<ul style="list-style-type: none"> <li>• Prepare and deliver presentation to “key” legislators and Governor.</li> </ul>		Groundwater Management and Executive teams
3. Continue ecosystem and bio-monitoring at Comal and San Marcos springs with internal and external resources.	<ul style="list-style-type: none"> <li>• Prepare for quarterly and special event monitoring.</li> <li>• Present annual report to board and Service.</li> </ul>		Groundwater Management and Executive teams
4. Conduct two-day symposium on Habitat Conservation Plan (HCP) and monitoring activities.	<ul style="list-style-type: none"> <li>• Develop symposium agenda, presentation topics and speakers.</li> <li>• Make arrangements for location.</li> </ul>		Groundwater Management and Executive teams
5. Receive final Habitat Conservation Plan (HCP) from Service.	<ul style="list-style-type: none"> <li>• Receive notification from Service of acceptance.</li> <li>• Meet with Citizens Advisory Committee (CAC) and Biological Advisory Team (BAT) to present final briefing.</li> <li>• Publish notice in Federal Register.</li> </ul>		Groundwater Management and Executive teams
6. Establish educational network in two ecosystems.	<ul style="list-style-type: none"> <li>• Develop educational curriculum and program.</li> <li>• Apply for grant from Service.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.11(d)(9); 1.14; 1.21; 1.25; 1.26; and 1.27.

**Calendar Year 2009**

**GOAL B. ESTABLISH GROUNDWATER WITHDRAWAL PERMITS AMOUNTS**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Prepare status report for 2009 session of the Texas Legislature regarding Authority's groundwater withdrawal permits.	<ul style="list-style-type: none"> <li>• Prepare and deliver presentation to legislators.</li> </ul>		Groundwater Management and Executive teams

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14; 1.15; 1.16; 1.19; 1.20; 1.21; and 1.22.

**Calendar Year 2009**

**GOAL C. IMPLEMENT AND EXPAND WATER QUALITY INITIATIVES**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Operate programs to assist TCEQ with their Edwards Aquifer Protection and Storage Tank programs.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
2. Operate water quality protection programs that may be indicated as a result of the review of baseline water quality conditions and water quality data trend analysis.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
3. Operate program to assist City of San Antonio with Proposition 1 Tax Initiative.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
4. Operate well construction program as refined in 2006.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
5. Operate program to offer incentives for range management on recharge zone.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in program tasks and support systems are in place.</li> </ul>		Water Quality Team
6. Maintain the emergency plan for response to aquifer pollution events, with clarity about responsibilities and communications.	<ul style="list-style-type: none"> <li>• Continue to ensure assigned staff is trained in the plan details and support systems are in place.</li> </ul>		Water Quality Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.03(17) and (21); 1.08(a) and (c); 1.11(d)(8), (10) and (11); 1.14; 1.15; 1.27(b)(2); 1.35; and 1.44.

**Calendar Year 2009**

**GOAL D. AMEND DEMAND MANAGEMENT/CRITICAL PERIOD MANAGEMENT RULES**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Continue enrollment in WSP.	<ul style="list-style-type: none"> <li>• Prepare notices and announcements to solicit enrollees.</li> </ul>		Groundwater Management Team
2. Review new information from Authority research and consider results and impacts.	<ul style="list-style-type: none"> <li>• Review research and model results, and develop recommendations for board action.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.01; 1.08; 1.11(a), (b) and (c); 1.14(a), (d), (f), (g) and (h); 1.25(a); and 1.26.

**Calendar Year 2009**

**GOAL E. PERMIT AND BUILD RECHARGE FACILITIES (BOTH PUBLIC AND PRIVATE)**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Receive construction permits and grant funds for recharge projects.	<ul style="list-style-type: none"> <li>• Establish special account for grant funds</li> <li>• Appoint project coordinator.</li> <li>• Organize periodic meetings with cooperators.</li> <li>• Provide annual briefing to board.</li> </ul>		Groundwater Management Team
2. Approve contractual arrangement with Natural Resource Conservation Service (NRCS) and accept applications for small recharge structures.	<ul style="list-style-type: none"> <li>• Approve eligibility and scoring criteria.</li> <li>• Present qualified candidates to Aquifer Management Planning Committee and board for approval.</li> </ul>		Groundwater Management Team
3. Begin project development.	<ul style="list-style-type: none"> <li>• Organize periodic meetings with cooperators.</li> <li>• Provide annual briefing to board.</li> </ul>		Groundwater Management Team

Edwards Aquifer Authority Act References: §§ 1.08; 1.11(f); 1.44; and 1.45.

**Calendar Year 2009**

**GOAL F. NURTURE AND DEVELOP THE EAA STAFF**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Promote and expand Authority's tuition reimbursement program.	<ul style="list-style-type: none"> <li>• Survey staff to gather input on possible change to the Authority's program.</li> <li>• Revise Authority program, if applicable.</li> </ul>		Administration Team
2. Further refine employee compensation program.	<ul style="list-style-type: none"> <li>• Fund cost-of-living adjustments for all employees based on CPI.</li> <li>• Fund merit pay increase for Pay In Performance Program.</li> </ul>		Administration Team

Edwards Aquifer Authority Act References: §§ 1.08(a); and 1.11(d)(5).

**Calendar Year 2009**

**GOAL G. RAISE PUBLIC AWARENESS OF THE AUTHORITY’S MISSION**

<b>Action Step</b>	<b>Tasks Needed to Accomplish Step</b>	<b>Status</b>	<b>Responsible Team(s)</b>
1. Measure success of 2008 program.	<ul style="list-style-type: none"> <li>• Measure quantitative results for those programs receiving addition public relations attention. In addition, track media coverage resulting from public relations.</li> </ul>		Public Affairs Team
2. Further enhance public image of the Edwards Aquifer Authority.	<ul style="list-style-type: none"> <li>• Continue to research and use free media opportunities when possible to build upon community work completed in 2008 in an effort to further the Authority’s public image.</li> </ul>		Public Affairs Team
3. Work with members of the Edwards Aquifer Legislative Oversight Committee (EALOC) and other legislators to inform them of Edwards Aquifer and Authority issues and programs.	<ul style="list-style-type: none"> <li>• Submit annual update to the EALOC and other members, and meet with members.</li> <li>• Prepare and distribute information to members on issues during legislative sessions, and during legislative interim periods.</li> </ul>		Public Affairs and Executive teams
4. Enhance communications with federal, state and local elected and other officials and stakeholders in the region on Edwards Aquifer and Authority issues.	<ul style="list-style-type: none"> <li>• Convene special meetings of the mayors or other local officials during the year.</li> <li>• Convene joint management staff meetings with other water agencies.</li> <li>• Meet periodically with staff of cities throughout the region.</li> </ul>		Executive Team
5. Continue to refine current education programs to reach more of the targeted audience and identify new programs for the Authority’s Education Program.	<ul style="list-style-type: none"> <li>• Work with Education Coordinator to further refine the Authority’s Education Program to ensure the programs are reaching the targeted audience with the desired results.</li> </ul>		Public Affairs Team

Edwards Aquifer Authority Act References: §§ 1.08(a); and 1.11.

Calendar Year 2009

**GOAL H. IDENTIFY, PRIORITIZE, AND SCHEDULE OUR SCIENCE/TECHNOLOGY RESEARCH PROGRAM COMPONENTS**

Action Step	Tasks Needed to Accomplish Step	Status	Responsible Team(s)
1. Convene Aquifer Science Advisory Panel.	<ul style="list-style-type: none"> <li>• Conduct Science Advisory Panel meetings throughout the year.</li> </ul>		Aquifer Science Team
2. Implement continuous improvement process for aquifer science data collection program.	<ul style="list-style-type: none"> <li>• Re-evaluate aquifer data collection program needs.</li> <li>• Re-evaluate data collection protocols, locations, parameters, and sampling frequency.</li> <li>• Modify data collection program to address needs.</li> </ul>		Aquifer Science Team
3. Provide consultation and support to Authority programs and external programs as requested.	<ul style="list-style-type: none"> <li>• Provide consultation and assistance to Authority teams as requested.</li> </ul>		Aquifer Science Team
4. Continue to develop an aquifer science program to continue establishing the Authority's reputation for excellence in Aquifer Science issues at the state, national, and international levels.	<ul style="list-style-type: none"> <li>• Foster a program of staff publication of research in peer-reviewed journals.</li> <li>• Develop joint research programs and facilitate research on Edwards Aquifer.</li> <li>• Sponsor national groundwater and karst conferences in region.</li> </ul>		Aquifer Science Team
5. Provide an annual summary of aquifer research by the Authority and promote its dissemination to raise awareness of Edwards issues.	<ul style="list-style-type: none"> <li>• Collect and review aquifer related research reports.</li> <li>• Prepare annual research summary.</li> </ul>		Aquifer Science Team
6. Prepare annual hydrologic data report.	<ul style="list-style-type: none"> <li>• Collect and review water quality and quantity data.</li> <li>• Prepare hydrologic data report.</li> </ul>		Aquifer Science Team
7. Prepare biennial Edwards Aquifer Bibliography.	<ul style="list-style-type: none"> <li>• Collect and review aquifer related titles and abstracts.</li> <li>• Prepare Edwards Aquifer Bibliography.</li> </ul>		Aquifer Science Team

Edwards Aquifer Authority Act Reference: § 1.27.

